

YOUTH SERVICES POLICY

Title: Fast Track Program Next Annual Review Date: 07/22/2014	Type: B. Classification, Sentencing and Service Functions Sub Type: 2. Classification Number: B.2.12
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References: Louisiana Children's Code Article 897.1; ACA Standards 2-CO-1A-24 (Administration of Correctional Agencies), 4-JCF-3A-22, 4-JCF-3A-23 and 4-JCF-3A-24 (Performance-Based Standards for Juvenile Correctional Facilities); YS Policies A.2.24 "Staff Development and Training Plan", B.2.2 "Youth Classification System and Treatment Procedures", B.2.7 "LAMOD Program and Youth Stage Procedures", B.2.8 "Behavior Management Unit (BMU)", B.2.19 "Programs and Evidence-Based Practice", B.5.1 "Youth Code of Conduct-Secure Care", C.4.5 "Cell Restriction"	
STATUS: Approved	
Approved By: Mary L. Livers, Deputy Secretary	Date of Approval: 07/22/2013

I. AUTHORITY:

Deputy Secretary of Youth Services (YS) as contained in La. R.S. 36:405. Deviation from this policy must be approved by the Deputy Secretary.

II. PURPOSE:

To state the broad rules and other considerations that shall govern admission to, removal from, and extension of youth in the FAST Track Program located at YS secure care facilities.

III. APPLICABILITY:

Deputy Secretary, Assistant Secretary, Chief of Operations, Director of Rehabilitation and Treatment, Regional Directors, Facility Directors, Treatment Directors, Regional Managers, and the contracted health care provider (CHP).

Unit Heads are responsible for ensuring the procedures outlined in this policy are adhered to.

IV. DEFINITIONS:

Behavior and Accommodations Binder (BAB) – A binder containing Unified Behavior Plan (UBP) for Youth With Special Needs. The BAB shall contain these two documents for youth residing in a particular housing area, and shall be maintained in a locked area readily accessible to staff at all times. Staff shall be advised of the location, content and purpose of the binder as it relates to this policy, and shall review the BAB at the beginning of every tour of duty.

Behavior Management Binder – A binder containing all of the youth's daily point sheets and also his weekly point sheet review form.

Behavior Management System (BMS) - The Fast Track Behavior Management System is a multi-level system that is designed to increase desired behaviors through the use of reinforcements, and decrease unwanted behaviors through a menu of appropriate sanctions. The system is designed around the principles of effective interventions and follows best practice guidelines of effective reinforcement and punishment of behavior.

Behavior Management Unit (BMU) - A unit for the placement of youth during a period of temporary removal from their assigned housing unit or program location when the continued presence of the youth poses a threat to himself, other youth, or staff, or when his actions/behaviors are disruptive and/or destabilizing to the continuation of regular programming.

Cognitive Behavioral Interventions in Substance Abuse - All youth in Fast Track who are assessed to have a "moderate" to "high" need for substance abuse treatment shall participate in this group. This curriculum was developed by the University of Cincinnati (UCCI), and relies on a cognitive behavioral approach to teach participants strategies for avoiding substance abuse. The program places heavy emphasis on skill building activities to assist with cognitive, social, emotional, and coping skill development.

Correctional Program Checklist (CPC) – An evidence-based tool developed to assess correctional intervention programs. The CPC is used to ascertain how closely correctional programs meet the known "Principles of Effective Intervention".

Custody Level - An assignment to one of three designations, i.e. "maximum", "medium", and "minimum", that relates to the youth's eligibility for, but not necessarily limited to, housing assignment, work assignment, escorted passes, recreation and movement within the perimeter of a secure care facility.

Due Process Hearing - The process allowed a youth when transferred from custody non-secure delinquent to custody secure delinquent without the benefit of a court hearing.

Facility Director - Administrator appointed by the Deputy Secretary to be responsible for the operations of a YS secure care facility.

Family Inclusion - All activities used to reintegrate the youth back into the family unit in preparation for release, to include family counseling, family participation in multi-disciplinary staffings, parenting classes for the youth's family, phone calls, mail, and visitation.

Group Leader - The supervisor responsible for the management of the entire team in a specific housing unit.

Phase System - Fast Track is comprised of a three (3) phase system to include: (1) Orientation Phase, (2) Treatment Phase, and (3) Transformation Phase. Youth must advance through all three (3) phases by participating in treatment, to include individual and group as indicated in the treatment plan, and successfully participating in the behavior management program.

Individual Intervention Plan (IIP) - Initial and Formal (IIP) - An initial IIP shall be developed within 48 hours of a youth's arrival to a Direct Admission Unit at a secure care facility. The initial IIP specifies problem areas, goals and objectives, and the methods used to attain them, including the role of the youth and the staff. Development of this plan is accomplished through review of the youth's SAVRY assessment risk rating, the youth's record, and is a collaborative effort between the Case Manager and the youth.

The formal IIP is further developed within seven (7) working days of receipt of the contracted health care provider's Psychological Evaluation. The treatment needs are prioritized based upon a review of the youth's SAVRY assessment dynamic risk factors rated "High", and in some cases "Moderate", the youth's record, and any additional recommendations made by the Psychological Evaluation. The formal IIP is modified throughout the youth's stay as need areas are identified, partly based on the dynamic SAVRY risk/need factors.

Louisiana Children's Code Article 897.1 - The law which requires that youth who are adjudicated delinquent for any of the six most serious violent crimes (first degree murder, second degree murder, aggravated rape, aggravated kidnapping, and armed robbery) must remain in a secure environment until the disposition ends. Except for armed robbery, disposition rendered under provisions of the Article must extend until the 21st birthday.

Reintegration/Service Plan (RSP) - A plan prepared and entered into JETS by the youth's assigned field or secure care Case Manager, which identifies follow-up services needed by the youth upon release to facilitate a successful transition and reintegration into the community, pursuant to YS Policy No. B.2.1. The plan is coordinated with CBS and shall be used when completing an aftercare plan.

Thinking for a Change (T4C) - An evidence based group that encompasses three components presented to the youth using standard procedures for cognitive behavioral interventions. The three (3) components of T4C are: (1) Cognitive Self Change, (2) Social Skills, and (3) Problem Solving Skills.

Unified Behavior Plan (UBP) - A plan to address the specific needs of youth with Mental Retardation. It provides staff with information on specific needs the youth may have and gives suggestions on how to accommodate those needs. Youth diagnosed with Mental Retardation must have functional adaptive behavior which overrides intellectual deficits to be eligible for Fast Track.

V. POLICY:

It is the Deputy Secretary's policy that the Fast Track Program shall consist of three (3) phases. Youth must advance through all three (3) phases by participating in group as indicated in the treatment plan, and successfully participating in the behavior management program as outlined in the "Fast Track Program Manual".

Youth assessed to only have a "Moderate" risk of delinquency in the future shall obtain at least 100 hours of evidence based treatment.

Youth with a "High" summary risk rating of delinquency, or who have a "Moderate" summary risk rating for delinquency and also have a "Moderate" to "High" risk in substance abuse, shall obtain up to 200 hours of evidence based treatment.

VI. GENERAL

Suggested revisions to this policy or the Fast Track Program description shall be submitted for discussion to the Regional Directors, the Director of Treatment and Rehabilitation, and the Chief of Operations for review.

Revisions shall be submitted pursuant to YS Policy No. A.1.1(c).

VII. SECURE CARE PROGRAM OBJECTIVES:

- A. The goal and objective of the Fast Track Program is to change the youth's antisocial thinking and behaviors to more pro-social thoughts by providing him with the appropriate dosage of evidence based cognitive behavioral treatment, in addition to utilizing a behavior management system that uses best practice, thereby reducing their length of stay in a secure care facility. To accomplish this, the Unit Management Team shall provide structured programming to include:
 - 1) Thinking for a Change (T4C) for all youth;
 - 2) Cognitive Behavioral Interventions in Substance Abuse for youth with a "Moderate" to "High" risk for substance abuse;
 - 3) Behavior Management System to reward pro-social thinking and give negative consequences for anti social behavior;
 - 4) Pre-Release and Relapse Prevention Programming;
 - 5) Individual Counseling;
 - 6) Family Counseling and Inclusion;
 - 7) Community Reintegration; and
 - 8) Completion of a Reintegration/Service Plan.
- B. Prior to admittance to the Fast Track Program, an initial IIP and initial RSP shall be completed and entered in JETS prior to the youth's transfer from Direct Admission to his assigned housing unit.
- C. Within seven (7) working days of the youth's arrival to the program, a multi-disciplinary team staffing shall be convened to review the initial Individual Intervention Plan (IIP), and the initial RSP, to discuss core issues and needs, and to review educational needs.
- D. Prior to a youth graduating from the Fast Track Program, a multidisciplinary staffing shall be held to update the IIP and RSP. Other multi-disciplinary staffings may be held as needed to address possible removal or extension in the program.
- E. All documents shall be entered in JETS within seven (7) working days. Only the hard copy signature page shall be filed in the youth's Master Record under Clip II.

VIII. PROCEDURES FOR SECURE CARE:

- A. Admission Criteria

1. Must be a first time offender in secure care or have a recommendation from Community Based Services (CBS) or the Court of Jurisdiction prior to admission.
2. Must have a “Moderate” or ‘High” summary risk rating on his initial SAVRY assessment or latest reassessment.
3. Must have a minimum of 180 days remaining on their disposition upon arrival into the program or have a court recommendation.
4. Must be functionally stable (a youth who is not aggressive, not a threat to the safety of the unit, and is not currently experiencing any current symptoms of a psychotic disorder).
5. Must be medically stable.
6. Must have intellectual functioning at a minimum of a measured Full Scale IQ of 70, unless his/her functional adaptive behavior overrides intellectual deficits.

B. Exclusion Criteria

1. Youth who have been identified by the team to need intensive sex offender treatment.
2. Youth who are adjudicated for a violation under Louisiana Children’s Code Article 897.1.
3. Youth who have a current active detainer upon admission.
4. Youth who have pending juvenile or adult charges upon admission.
6. Youth deemed by the assessment team not to be appropriate for the program.

C. Removal Criteria

1. Physical assault on staff or another youth with malicious intent to harm.
2. Possession of contraband that is a serious threat to youth or staff safety (i.e., knife, fashioned weapon, drugs, etc.).
3. Escape or attempted escape.

4. Commits a misdemeanor or felony grade offense (i.e., cell phone) while in the program.
5. Failure to participate in the treatment components of the program after all attempts to engage the youth have been made.
6. Excess of 180 days in the program (i.e., waiting for a court date, etc.). This does not include youth who have been extended in the program for treatment reasons.
7. Request by the youth for removal from the program approved by the parent/guardian and treatment team.

In order for a youth to be removed from the program for any of the above criteria, a multi-disciplinary staffing shall convene to review or make recommendations for removal.

A youth has a right to Due Process and can appeal the removal recommendation by the multi-disciplinary team by completing a "Notice of Transfer" form in JETS, provided by the Program Manager/Case Manager.

The youth's appeal of the removal recommendation shall be forwarded to the Facility Director/designee for approval. The Facility Director/designee shall have 48 hours to approve or deny the recommendation from the multi-disciplinary team.

Upon approval of the recommendation for removal, the facility shall send written notification to the court, the youth's attorney of record, the youth's parent/guardian, and the appropriate Regional Office. A copy of the letter shall be placed in the youth's Master Record, under Clip VIII.

D. Extension Criteria

If a youth is temporarily removed from the program [Behavior Management Unit (BMU), infirmary, etc.], he shall be extended in the program for the number of days he was removed.

When a youth is not making progress due to lack of motivation or behavior problems and cannot advance to the next phase of the program, he shall be placed on probation, and another date shall be determined by the treatment team on the remaining hours needed for the completion of his current phase.

If the resident still fails to complete his current phase within the determined amount of time, his case shall be reviewed for termination from the program following the procedures in Section VIII. C.

The Unit Management Team shall convene a multi-disciplinary team staffing to determine the length of the youth's extension or his termination from the program.

A Summary of Staffing form shall be completed and placed in JETS within seven (7) days, and the PPO/J shall update the court on the youth's progress in the program.

E. Successful Completion With Out Court Release

For any youth who has successfully completed the program but is not released by the court and denied a Modification of Disposition, a multi-disciplinary team staffing shall convene once a week to decide the best course of treatment for the youth. The team shall convene to consider a continuation in the program, placement in a non-secure facility, or placement in an approved OJJ setting.

A RSP "Summary of Staffing" form shall be completed in JETS within seven (7) days of the staffing to indicate the efforts being made to appropriately place the youth.

IX. ACCESSIBILITY:

Youth assigned to the Fast Track Program shall have access to the same Services as other youth to include:

1. Medical;
2. Counseling;
3. Recreation;
4. Religious Services;
5. Educational;
6. Barber Services;
7. Mental Health;
8. Visitation;
9. Legal Services;
10. Access to Courts; and
11. Telecommunications.

X. SPECIAL ACCOMMODATIONS:

Any specific accommodations a youth in the program may require due to special needs, such as diagnosis of mental health or medical concern requiring specific medication for treatment, shall be listed in the Behavior and Accommodations Binder (BAB) in the youth's assigned housing unit.

The BAB shall direct staff to adhere to the youth's needs. The accommodations may include a Unified Behavior Plan (UBP), developed by the contracted health care provider and YS staff in a multi-disciplinary team staffing for youth diagnosed with Mental Retardation (MR), which specifically lists needs and suggested staff interventions.

XI. PROCEDURES FOR HOME REINTEGRATION:

- A. All youth who complete the Fast Track Program shall be reassigned to the non-secure reintegration phase.
- B. Youth may either be discharged after successfully completing all three (3) of the secure care phases, or shall be ordered by the court to complete the additional 90 day home reintegration phase, while remaining in OJJ custody.
- C. The youth shall be advised in writing by the Probation and Parole Officer/Juvenile (PPO/J) at the first 24-hour contact, that violating the terms of the RSP could result in reassignment to another secure care facility to complete their sentence.
- D. The youth shall be given a copy of this notice, and documentation shall be recorded in the youth's Case Narrative and the RSP in JETS within seven (7) days.
- E. If the youth successfully completes the 90 day home reintegration phase and is living at home, the PPO/J shall submit a "Motion to Modify" or a "Release Order" to the court to either parole or discharge the youth.
- F. Documentation of the recommendation shall be recorded in JETS, and a certified copy shall be placed in the youth's case record. Youth in residential placement shall remain in YS custody.

XII. STAFF DEVELOPMENT

- A. All secure care facility staff, including FAST Track staff, shall attend five (5) weeks of pre-service training. Following pre-service, new Juvenile Justice Specialist (JJS) staff shall also receive 80 hours of on the job training (OJT) in their assigned housing units during their assigned shift, pursuant to YS Policy No. A.2.24.
- B. Newly hired staff who are to be assigned to FAST Track shall receive the initial two (2) day Core Correctional Practices (CCP) training following the five (5) week pre-service training required. The training shall be facilitated by the trained CCP instructors, and shall consist of the eight (8) Core Correctional Practices:
 - 1. Effective Reinforcement;
 - 2. Effective Disapproval;
 - 3. Effective Use of Authority;
 - 4. Quality Interpersonal Relationships;
 - 5. Cognitive Restructuring;
 - 6. Anti-Criminal Modeling;
 - 7. Structured Learning/Skill Building; and
 - 8. Problem Solving Techniques.
- C. Training shall be hands-on and emphasize role playing and practicing the eight (8) Core Correctional Practices. Once staff is placed in a housing unit and able to work with the youth and apply what they have learned, a set of tools shall be used to monitor staff performance and ensure adequate coaching and support, as well as on the job training (OJT) is being provided.
- D. CCP Trainers shall provide a CCP Manual to trainees in order for the materials furnished by the University of Cincinnati Corrections Institute (UCCI) to be utilized throughout the training.
- E. Designated staff shall receive training from a certified trainer in T4C and Substance Abuse curriculums. Only these designated trained staff shall be allowed to conduct T4C and Substance Abuse groups at the secure care facility. Certified trainers may be consultants or OJJ staff who has completed the training for trainer's curriculum.
- F. All Fast Track Program staff shall attend thirty (30) hours of in-service training annually. This training shall focus on topics that help the staff better understand, redirect and respond to the youth to help them learn pro-social behavior and replace their antisocial behaviors. The training in-service hours shall include the following which may be inclusive of the OJJ required in-service training:

1. Ethics (1 hour);
2. Cultural Diversity (1 hour);
3. Safe Crisis Management theory (3 hours);
4. LAMOD (4.0 hours);
5. Mental Health;
6. Moving the Margins; and
7. Motivational Interviewing (7.5 hours).

- G. CCP trainers shall also facilitate Training in Place (TIP) refresher courses during the weekly Team Meetings for a total of 13.5 hours of CCP TIP training.

The length of each CCP TIP training shall be twenty (20) minutes during every weekly Team Meeting and shall include the topics of the eight (8) Core Correctional Practices. Each of the eight (8) practices shall be covered in three (3) consecutive weekly Team Meetings. Once all eight (8) practices are covered, the CCP TIP training shall start over. However, based on the staff request and the Group Leader's recommendations, the eight (8) CCP practices may be covered in a different order.

- H. Further, the Quality Assurance (QA) Coordinator shall provide coaching/ongoing training, and feedback to the Group Leader and the staff, based on their needs while monitoring the housing units as a part of the monitoring cycle, which shall consist of one (1) week with each housing unit during every monitoring cycle.
- I. The staff shall sign a Training Roster to document all staff training conducted as part of the agency training transcript. The 11 p.m. to 7 a.m. shift staff shall receive less than the thirty (30) hours of annual in-service training due to their required attendance at only one (1) weekly Team Meeting per month.
- J. The Regional Manager/designee shall be responsible for ongoing staff development of the non-secure FAST Track responsibilities stated in this policy.

XIII. QUALITY ASSURANCE:

- A. Facility Responsibility

1. The QA Coordinator and designated supervisors shall spend one (1) week per monitoring cycle in each housing unit, including the Fast Track Program, using the forms and protocol for group and unit observation as detailed in the "Fast Track Quality Assurance Manual".

2. Feedback shall also be provided during the weekly Team Meeting and coaching shall be provided as needed.
3. Data collected shall be shared with the Group Leader and housing unit's management team. The collected data shall also be shared by the QA Coordinator with the assessment committee, which consists of the Facility Director or Deputy Director of Treatment, the Treatment Director, and the Group Leader assigned to the Fast Track Program housing unit during the assessment meeting, with a copy forwarded to the Director of Treatment and Rehabilitation.
4. Corrective actions in the form of an action plan shall be requested from the Group Leader with a deadline of two (2) weeks from the data collection meeting.
5. When the QA Coordinator returns to monitor the Fast Track Program, any deficiencies noted that were addressed in the action plan shall be reviewed to ensure they have been corrected.
6. Supervisors on the assessment team shall meet with their subordinates working in the Fast Track Program units, and address their needs to help develop them to improve and mitigate any deficiencies.
7. For a complete list of all Quality Assurance procedures and forms used in the process, please refer to the "Fast Track Program Quality Assurance Manual".

B. Central Office Responsibilities

1. Quarterly Program Audits of the secure care facilities shall be conducted by Central Office to monitor case management procedures.
2. A written report documenting all findings and recommendations for improvement shall be forwarded to the Facility Director/designee and Central Office Executive staff.
3. A team of Program Specialist shall monitor the Fast Track Program utilizing the Corrections Program Checklist (CPC), created by UCCI, on an ongoing basis to determine if the program is meeting the latest best practice standards as written in policy and procedure. Monitoring reports shall be forwarded directly to the Chief of Operations from the Program Specialists.

4. Regular meetings shall be scheduled with the Director of Treatment and Rehabilitation to discuss continued QA issues and how they are to be handled.
5. Any suggested changes to policy and procedure shall be discussed with the Director of Treatment and Rehabilitation prior to implementation during the Pilot phase. After completion of the pilot, all changes to the Fast Track Program shall be discussed with the Regional Directors for final approval.

C. Non-Secure Responsibilities

The non-secure component of the Fast Track Program shall be monitored annually by Probation and Parole Supervisors (PPS) in the field, as well as the Regional Managers during quarterly review of cases. JETS and Case Record reviews of the following actions to ensure compliance shall include:

1. Reintegration/Transition Plan Agreement completed;
2. Monthly contacts with the youth per policy;
3. Reintegration violations dealt with appropriately;
4. Technical violations dealt with appropriately; and
5. Recommendations to Modify or Release Orders.

Previous Regulation/Policy Number: B.2.12

Previous Effective Date: 09/20/2011

Attachments/References: